

**Regional Partnership For  
Decentralization and Local Governance  
In the Americas**

**Quarterly Report XXVIII  
July-September 2005**

Prepared for The U.S. Agency for International Development  
Bureau for Latin America and the Caribbean  
Office of Regional and Sustainable Development

November 1, 2005

International City/County Management Association  
Cooperative Agreement Award No. LAG-A-00-98-00060-00



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November 15, 2005

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Subject: Cooperative Agreement Award No. LAG-A-00-98-00060-00  
Regional Partnership For Decentralization and Local Governance in the  
Americas, ICMA Project No. 706.001.01 LAT

Dear Ms. Rajaraman,

In compliance to Schedule 1.5.1, Financial Reporting, and Schedule 1.5.2, Monitoring and reporting program performance, ICMA is pleased to submit the following report for the subject cooperative agreement.

- Quarterly Report XXVIII: July 1 – September 31, 2005

If you have further questions about these reports, you may direct them to the following individuals at ICMA:

- For technical matters, Carolyn Lohman (202) 962-3688
- For contractual matters, Ms. Vickie Brooks, (202) 962-3504

Sincerely,

Isabelle Bully-Omictin, ICMA  
Cc: Anu Rajaraman, USAID  
Dennis Taylor, ICMA  
Vickie Brooks, ICMA  
Liezl Perez, ICMA

**Regional Partnership For  
Decentralization and Local Governance  
In the Americas**

**USAID Quarterly Report XXVIII**

*July 1 – September 31, 2005*

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Monitoring System for Decentralization in the Latin American and  
Caribbean Regions.

## **I. Introduction**

The *Regional Partnership for Decentralization and Local Governance in the Americas* project (Cooperative Agreement LAC-A-00-98-00060-00) is administered by ICMA. In September 2003, ICMA was awarded an extension of the Cooperative Agreement through September 30, 2006 to expand its activities. As a result, a new vision for the project was formulated. Subsequently, a new work plan was prepared and later approved in March of 2004.

This report summarizes activities and major accomplishments carried out during the period of July to September 2005.

## **II. Major Accomplishments**

### **Activities and Accomplishments for this Quarter**

#### ***FEMICA Business Plan***

This Quarter, NetAssessment Inc., which was contracted by ICMA to develop a long term Business Plan for FEMICA, conducted several activities leading to the development of the Plan. First, it conducted a rapid diagnostic of FEMICA's financial and administrative systems and identified key weaknesses and opportunities within the organization. Based on this preliminary analysis and a thorough review of all relevant documentation, NetAssessment worked with staff and collected information on possible product/service lines and discussed the types of structures and organizational characteristics needed in order for FEMICA to be able to meet the demand for these new services in an effective manner. NetAssessment discussed the establishment of internal policies and requirements, clear contractual mechanisms and procedures, etc. In addition, NetAssessment provided FEMICA with models and templates for contracting and a model to develop a contractual procedures manual.

As part of the preparations to create an organizational structure which will sustain the Business Plan and enable FEMICA to negotiate, compete for, obtain and successfully manage projects from diverse clients, ICMA has identified a consultant who will act as a Finance/Operations Director for FEMICA until September 2006. This individual is expected to begin working in November of this year.

#### ***Capacity Building: Assistance to the RIAD***

#### **2005 RIAD Summit: Expo-Fair on Best Practices**

During this Quarter, the base documents for each of the municipal practices and the text of the toolbox were developed and sent for translation and editing into four languages – English, Spanish, Portuguese and French, as per OAS requirements. The text for the videos of each practice was also developed and translated.

The team leader, Jorge Otero, attended the RIAD III Preparatory Meetings in Lima, Peru and Port of Spain, Trinidad and Tobago. At both meetings, information was distributed on the Expo Fair products, including the videos and toolbox. Mr. Otero was allowed to participate in the Board of Directors Meeting and, as a result of that meeting, it was agreed that Expo Fair would have a space outside of the main meeting hall for its booths, and would be included in the official agenda of the RIAD, with an hour to present at the end of the first day. This is the third meeting of the RIAD that ICMA has been involved in through this Partnership, and this is the first time that we have been allotted a time in the official agenda. This is an important opportunity to highlight the importance of local governments to the decentralization process. In addition, it was agreed at that meeting that the Expo Fair's invitees – individuals involved in the practices --- would be incorporated as official invitees of the RIAD. This will help create a dialogue between the local government representatives from the practices and the national government officials of the RIAD.

In Port of Spain, Mr. Otero made a similar presentation on the Expo Fair and obtained the commitment on the part of CALGA to be present at the RIAD III meeting.

Mr. Otero also met during this Quarter with representatives of the World Bank Institute, who expressed an interest in supporting the initiative and financing the replication of the methodology in other regions of the world. Additional discussions will be held with them after the Expo Fair. The World Bank Institute representatives assured Mr. Otero of their participation in the Expo Fair.

### ***Capacity Building: Performance Measurement***

Because of the activities related to the Expo-Fair and the loss of the Senior Program Manager on the team, it was decided, with the agreement of the CTO, to postpone activities under this component until after the RIAD meeting.

### ***Capacity Building: Training***

This quarter, negotiations were put on hold with Casa Grande because of Ecuador's refusal to sign the Trafficking in Persons Amendment. By September 29, Secretary Rice issued a waiver for Ecuador, enabling the negotiations to continue next Quarter. ICMA discussed with the Nur University in Bolivia the possibility of leveraging funding they are receiving from the World Bank for the development of an E-learning platform to ensure greater impact of the pilot E-learning program with the Partnership. The Nur has not yet responded but we hope to advance in the negotiations with them next Quarter. A trip is planned for early October to UNITEC in Honduras to discuss budget requirements and the program of activities. A similar trip will be conducted in Ecuador.

### ***Local Economic Development***

#### **Mancomunidades Study**

The Partnership Director, the Team Leader and Senior Technical Expert traveled to Guatemala in July to attend a national event on mancomunidades. The Senior Technical Expert, Mr. Guadalupe Lopez was asked by the PDGL Program (DevTech/ICMA implemented Decentralization and Local Governance Program) to present on the experience of Honduras and all participated in the planning sessions with mancomunidad representatives. The study on mancomunidades will provide the Guatemalan mission with a comparative study and recommendations that can assist them in their policy-making toward mancomunidades.

During this Quarter, local consultants were identified and plans made for country visits. Criteria for the selection of the mancomunidades for the case studies were developed.

### ***Municipal Finance***

No activities were undertaken this quarter.

### ***Collaboration with USAID Missions in the Region***

No new initiatives this Quarter.

### ***Other activities***

ICMA staff member, Octavio Chavez, participated in a workshop sponsored by the Federation of Latin American Cities, Municipalities and Associations (FLACMA) in Ecuador to discuss the Monitoring System for Decentralization in the Latin American and Caribbean Regions. The workshop was attended by representatives of seven (7) countries. A copy of the Trip Report is included in **Annex 2**.

The funding for this activity (from the GTZ) is running out and FLACMA asked ICMA to participate to discuss how the Partnership might support continuation of the initiative. From the perspective of the local governments, there is a clear need for mechanisms to provide feedback about decentralization policies, processes and their impact. If the local governments do not actively develop such feedback mechanism, it is very likely that the national governments, independently or collectively, will develop them. In that case, the local governments may not see their interests reflected in these tools.

Therefore, the proposed FLACMA Decentralization Index is potentially a great tool for local governments in the region. However, it does need further refining. Changes were made to the indicators during the workshop and a revised version will be submitted mid-November. Depending on what is produced by November, the Regional Partnership Program might find it worthwhile to support the initiative. If the proposed system does not contain relevant indicators that provide feedback about the decentralization progress and trends, then such support should not be proposed.

## **III. Challenges/Remedial Actions Taken**

### **FEMICA**

FEMICA continues to find itself in a difficult transition period. Although the Business Plan was developed with the full cooperation and valuable input from FEMICA's staff, in particular its Executive Director, it will be difficult to implement the plan if there is no funding to initiate some of the activities outlined in the Plan.

### **E-learning**

Negotiations with the Nur University in Bolivia have been difficult and they have not been as responsive as we had hoped. In addition, they have been unwilling to date to comply with our requirements for developing a work plan and chronology of activities and deliverables before the signing of the grant agreement. If no agreement can be reached with the Nur during the next Quarter, we will proceed with the pilot in only two countries – Ecuador and Honduras.

### **Partnership Personnel**

The Director is now full-time on the Partnership but the Senior Program Manager has not been replaced. We have interviewed several candidates but have not yet found a match of skills and interest. We will continue to interview candidates during the next Quarter.

### **Projected Activities**

- Finalization of MOU with Casa Grande (Ecuador) and UNITEC (Honduras) as well as the NUR University (Bolivia) if possible, to implement the E-learning Pilot.
- Conduct in-country visits for the mancomunidad study.
- Finish all products pertaining to the Expo Fair and participate in the RIAD meeting in Recife.
- Finish the drafts of the three modules of the E-learning Compendium.
- Launch the virtual forum with Empire State College to begin an on-line review of the Compendium.
- Contract Operations/Finance Director for FEMICA.
- Train FEMICA staff on the implementation of the Business Plan.

## **Annex 1: Financial Information**



**Annex 2: Trip Report on FLACMA Worskhop for the  
Presentation of the Monitoring System for Decentralization in  
the Latin American and Caribbean Regions**

**TRIP REPORT**

**Attendance to the**

**FLACMA Workshop on the Monitoring System for  
Decentralization on Latin American and Caribbean Region**

**In**

**Quito, Ecuador  
August 29-31, 2005**

**By**

**Octavio E. Chavez**

*International City/County Management Association*

**Under the Program**

*Regional Partnership For Decentralization and Local Governance*

*In the Americas*

**Supported by**

**U.S. Agency for International Development  
Bureau for Latin America and the Caribbean  
Office of Regional and Sustainable Development**

**Cooperative Agreement Award No. LAG-A-00-98-00060-00**

**September 2005**

## ***Executive Summary***

The workshop was attended by representatives of seven (7) countries. The Monitoring System for Decentralization in Latin American and Caribbean Region was discussed and several changes were recommended.

The most relevant points are that the original approach to the system was modified to include an overall legal framework inventory to be completed by FLACMA's members. Additionally, the system tools were also changed, from surveys to questionnaires to be applied to a sample of municipalities in each of FLACMA's regions.

During the workshop a new approach was proposed and discussed as replacement to the system presented by the FLACMA team. The new approach includes two dimensions, one regarding the legal framework and another dimension dealing with the "on going processes" experienced by the local actors. The draft format for the legal framework will be refined and distributed to each of the participants in the pilot test by September 17.

A sub-committee was created to work the questionnaire format to assess the on going processes. The questionnaire will be shared with the workshop participants as it is developed. The target day for the completion of the questionnaire format is October 3.

The datelines for the completion of each of the tools are: for the inventory October 17, and for the questionnaires, November 15.

## ***Introduction***

FLACMA has been working with direct support of the GTZ on a system which will serve as a mechanism to assess the decentralization programs that several countries in the region are developing.

As part of the system development process, six FLACMA regional representatives were selected to assess the system in a pilot test. A workshop was organized to present them with the system and the tools designed to collect the data, as well as to have a field test of the tool in one municipality.

## ***Workshop Structure***

The workshop was scheduled for three days. During the first day, a general discussion of the system was held, together with a brief introduction to the tools designed to collect and process the data. The rest of the day was programmed to discuss the details of the system and its tools.

The second day of the workshop was used to visit the municipality of Cotacachi, about two hours north of Quito, to test the collection data tools. The last day was for the continuation of the discussion of the systems and its tools.

### General Description of the “Monitoring System for Decentralization in the Latin American and Caribbean Regions.”

The objective of the system is to measure the advances and trends of the decentralization process in the Latin American and Caribbean regions with respect to achievements in promoting more effective decision making processes at the local level.

The system focuses on four areas:

- Political Decentralization
- Fiscal Decentralization
- Administrative Decentralization
- Social Decentralization

For each of these areas, three indicators were proposed, creating the following table:

Concept (process)	Variable (dimensions)	Indicators (empiric variables)	Representative Indexes	General Index
Decentra- lization	Political	1. Political representation	Support for Political decentralization	FLACMA Decentralization Index (IDF)  ↓
		2. Politically Autonomous management		
		3. Exclusive responsibilities		
	Fiscal	4. Local Government Fiscal Strengthening	Support for Fiscal decentralization	
		5. Fiscal initiatives		
		6. Fiscal discretionary rights		
	Administrative	7. Independent Management rights	Support for Management decentralization	
		8. New competencies		
		9. Self promoting decentralization		
	Social	10. Redistributive policies	Support for Social decentralization	
		11. Strengthening of social interventions		
		12. Initiatives for social decentralization		
↑	←		←	←

The proposed system also includes the use of a statistical model that does not require assigning a specific weight to each of the indicators in order to build the index. The model assigns it dynamically by maximizing the lineal interrelations between the model

variables. Due to the significant changes proposed to the system, the statistical model was not discussed.

## ***Discussion of the Proposed System***

The developers of the system made a general presentation of the objective and structure and tools of the system. The group had a limited discussion on the objectives; however, several questions were raised regarding the statistical model and the focus areas. It was agreed to postpone the discussion on the statistical model until the third day of the workshop when it was scheduled to be presented in detail. However, the presentation never occurred due to the changes that were proposed to the system.

As a response to the presentation of the system's general structure, participants discussed the fact that in a previous FLACMA meeting, it was agreed to that the system needed to include the legal framework component. Since that part was missing in the proposed system, Ruben Fernandez of Mexico agreed to develop this component based on previous discussions and documents. He was scheduled to present a draft framework for the institutional framework on the third day.

With regards to the focus areas, although discussion was held regarding building the system based on three areas, in the end, the consensus was that it should be left with the proposed four areas or dimensions.

The group discussion moved to indicators in the Political Decentralization dimension. There was a vivid discussion on the value and pertinence of the indicator for political representation for the purposes of the system. The conclusion was that the indicator should be eliminated.

Regarding the proposed second indicator, the discussion was long and touched several issues that were related to the system in general, as well as other indicators. Since the second indicator has to do with how a local government is able or is allowed to manage its territory, it has several points to measure. The conclusion was to drop the points that have to do with electoral and energy issues and to add other issues that are related to the topic.

On the second day, the group traveled to Cotacachi, a municipality that is located two hours north of Quito. The group was received by the Mayor who recently was reelected for a third term. The municipality has received several awards for its work on citizen participation processes/programs. The Mayor made an extensive presentation of the municipality's experience with citizen participation and welcomed the group, indicating his openness in participating in the pilot test.

The group was divided into four teams, one for each of the focus areas or dimensions, to interview municipal officials to apply a limited answers survey. After the interviews, two

groups were formed. One met with a group of municipal officials and the other with representatives of citizen groups. Each group applied an open questions survey.

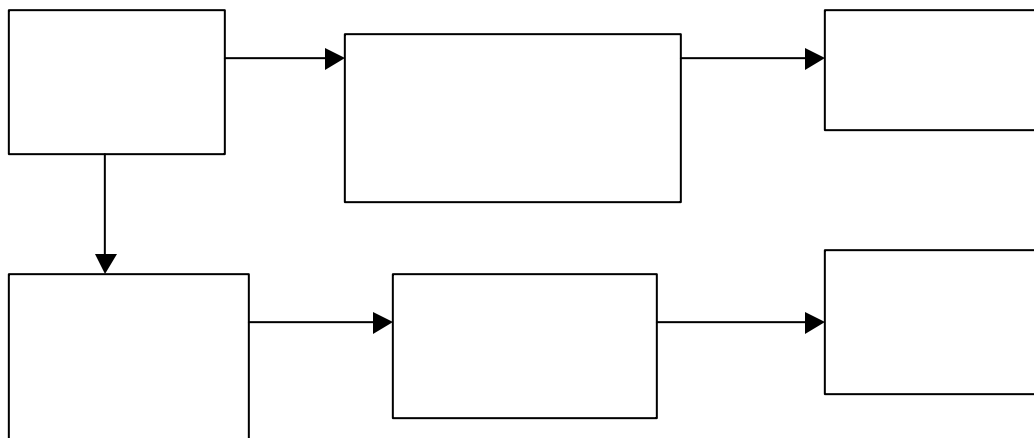
At the beginning of the interviews, it was clear that the municipal officials had had a chance to review the surveys, so at the end, the surveys become questionnaires. That defeated somewhat the purpose of the exercise.

On the third day, the draft framework to assess the institutional (legal) framework was presented, together with an alternative approach to the proposed system. The group recognized that the new approach, although not significantly different, was clearer and could better guide the development of the indicators and the composite index.

The new approach includes two dimensions -- the institutional profile and the “ongoing process” profile. For the first profile, there is a need to review the legal framework, whereas the ongoing profile involves a questionnaire to be completed by a sample of municipalities in each of FLACMA’s regions.

The group centered its activities in reviewing each of the elements of the institutional framework format. Once the review was completed, the group defined the process that will allow for the completion of the new system forms and data collection tools, as well as the pilot test in each of the six countries.

The process was defined as:



The workshop concluded with the agreement that each of the representatives of the FLACMA’s regions would follow the schedule in order to have an index by mid - November.

## ***Conclusions***

The workshop was very productive since changes were made to the system which will improve its ability to assess the progress of decentralization programs. As it was discussed and concluded in the workshop, the index should be able to also provide guidance about areas where both national and local governments need to focus their attention to advance decentralization. The agreed upon approach will produce feedback on the legal framework as well as assess progress in operational areas.

The current decentralization efforts in the region have been led by national governments. Even in countries where local governments have been demanding decentralization, the processes have been, for all practical purposes, unidirectional. That is, the national governments decide what, when, how, who, etc.

From the perspective of the local governments, there is a clear need for mechanisms to provide feedback about decentralization policies, processes and their impact. If the local governments do not actively develop such feedback mechanism, it is very likely that the national governments, independently or collectively, will develop them. In that case, the local governments may not see their interests reflected in these tools.

Therefore, the proposed FLACMA Decentralization Index is of great need to the local governments in the region. However, it does need further refining. Depending on what is produced by November, the Regional Partnership Program might find it worthwhile to support the initiative. If the proposed system does not contain relevant indicators that provide feedback about the decentralization progress and trends, then such support should be questioned. The expectation is that under the new approach, FLACMA will be able to produce a relevant system.



## ANNEX A

### Workshop attendees

Country	Organization	Name	e-mail
Chile	ACHM	Juan Claudio Reyes	<a href="mailto:jcreyes@munitel.cl">jcreyes@munitel.cl</a>
Colombia	FCM	Martha Mendoza Paola Arjona	<a href="mailto:martharmendoza@yahoo.com">martharmendoza@yahoo.com</a> <a href="mailto:parjona@fcm.org.co">parjona@fcm.org.co</a>
Ecuador	AME	Carlo Ruiz Gabriel Proaño	<a href="mailto:cruiz@ame.gov.ec">cruiz@ame.gov.ec</a> <a href="mailto:gproanio@ame.gov.ec">gproanio@ame.gov.ec</a>
	FLACMA	Jaime Torres L Gina García	<a href="mailto:jtorreslara@flacma.org">jtorreslara@flacma.org</a> <a href="mailto:ggarcia@flacma.org">ggarcia@flacma.org</a>
	GTZ	Janos Zimmermann José Díaz Rocío Herrera Verónica Ormaza Jakeline Jaramillo Federico Starnfeld	<a href="mailto:Janos.Zimmermann@gtz.de">Janos.Zimmermann@gtz.de</a> <a href="mailto:josedias@jtzurban.org.ec">josedias@jtzurban.org.ec</a> <a href="mailto:rherrera@gtzurban.org.ec">rherrera@gtzurban.org.ec</a> <a href="mailto:vornaza@gtzurban.org.ec">vornaza@gtzurban.org.ec</a> <a href="mailto:jjaramillo@gtzurban.org.ec">jjaramillo@gtzurban.org.ec</a> <a href="mailto:Federico@gtzurban.org.ec">Federico@gtzurban.org.ec</a>
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	PNUD	Christophe Lalande	<a href="mailto:crhislalande@hotmail.com">crhislalande@hotmail.com</a>
Guatemala	ANAM	Selvin García	<a href="mailto:Garvel87@yahoo.com.mx">Garvel87@yahoo.com.mx</a>
	FEMICA	Rodolmiro Méndez	<a href="mailto:info@femica.org">info@femica.org</a>
México	AMMAC	Rubén Fernández	<a href="mailto:rfernandez@ammac.org.mx">rfernandez@ammac.org.mx</a>
	ICMA-México	Octavio Chávez	<a href="mailto:ochavez@icma.org">ochavez@icma.org</a>
El Salvador	COMURES	Jimmy Elvira	<a href="mailto:infocomures@cyt.net">infocomures@cyt.net</a>



## **ANNEX B**

### **Institutional Legal Framework for the decentralization Format<sup>1</sup>**

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<sup>1</sup> From discussions held during the workshop.

<b>PAIS:</b>	
<b>NOMBRE:</b>	
<b>INSTITUCION:</b>	

Forma de gobierno	? Federal      ? Unitario
Número de municipalidades, (incluye territorio, población y gobierno asentado en un determinado territorio)	219 municipios
Población del país (indicar entre paréntesis el año del último levantamiento censal)	(      )
Estructura político administrativo del estado ( niveles de gobierno)	

Principales leyes que regulan las **descentralización** en el gobierno local (al final)

1. constitución,
2. Ley de régimen municipal
3. Ley de descentralización

## DIMENSION POLITICA

1. ¿La descentralización es un principio expreso en la Constitución Política nacional?	X? SI ? NO
2. ¿Existe un marco jurídico que regule expresamente los procesos de descentralización?	? SI ? NO
3. ¿La descentralización es un principio expreso en el plan de gobierno / de desarrollo nacional vigente? (documento formal que rige al período de gobierno)	? SI ? NO
4. ¿Existe un programa especial de alcance nacional y largo plazo para la descentralización?	? SI ? NO
5. ¿Existe una instancia en la estructura del gobierno nacional, directamente responsable de impulsar los procesos de descentralización? Hay un presupuesto para implementarlo?	? SI ? NO
6. <del>¿Existe un cuerpo colegiado de carácter por lo menos consultivo en el que participen los gobiernos locales para impulsar específicamente los procesos de descentralización?</del> Hay un órgano previsto en el marco legal nacional, integrado por los gobiernos locales, de con carácter consultivo?	? SI ? NO
7. ¿Existen mecanismos y órganos jurisdiccionales (Tribunales) para garantizar el cumplimiento de la legislación en materia de descentralización?	? SI ? NO No aplica
8. ¿La Constitución Política local establece mecanismos expresos para resolver conflictos entre los ordenes de gobierno por la vía jurisdiccional?	? SI ? NO

9. ¿Está legalmente autorizada la reelección municipal de alcaldes y concejales o sus equivalentes?	? Si, en ambos casos ? Sólo para alcaldes ? Sólo para concejales ? No, en ningún caso
---	--

Las autoridades municipales ((igual desagregación que 11) alcaldes y concejales) son electas o designadas, (va antes de la 9)	
10. ¿Cuántos años dura el mandato municipal? (va al perfil general)	_____ años
11. ¿La elección de los integrantes del cuerpo colegiado de gobierno local (regidores, concejales, etc.) es directa e independiente de la elección del ejecutivo (alcalde, presidente municipal, etc.)? (al perfil general) Si el concejo tiene atribuciones fiscalizadoras frente al Alcalde	? SI ? Parcialmente ? No
12. ¿La elección de cada uno de los concejales o regidores está vinculada a una parte del territorio municipal? (al perfil general)	? SI    ? NO
13. La composición de los Ayuntamientos o Concejos Municipales, ¿incorpora el principio de la representación proporcional de las minorías? (al perfil general)	? SI    ? NO
Revocatoria del mandato (perfil general)	

## DIMENSION FINANCIERA

13. Si existen fondos financieros derivados del presupuesto nacional, destinados al gasto de los gobiernos locales, cuya asignación sea libre o condicionada, favor de indicar el monto destinado en 2004 a estos conceptos, en dólares, así como su proporción respecto del presupuesto anual del gobierno nacional:

	Monto en USD	% respecto del presupuesto del gobierno nacional
De asignación libre		
De asignación condicionada		

14. ¿Estos fondos son distribuidos conforme a fórmulas o mecanismos establecidos previstos en la constitución, una Ley o decreto?	? SI   ? NO
15. ¿La información que se utiliza para el cálculo de dichas fórmulas es pública y oportuna?	? SI   ? NO
16. ¿La entrega de dichos fondos se hace directamente al gobierno local, sin la participación de intermediarios?	? SI   ? NO ambas
17. ¿Existe un porcentaje legal de incremento progresivo de estos fondos? En caso afirmativo, ¿cual es esa tasa?	? SI ____ % anual   ? NO ambos
18. ¿Existen mecanismos para resolver las controversias derivadas de la distribución de estos fondos por la vía jurisdiccional? (agrupar)	? SI   ? NO
19. ¿La Legislación Nacional reconoce a favor de los gobiernos locales tributos específicos respecto de los cuales tengan plenas facultades para su determinación?	? SI   ? NO en algunos casos
20. ¿Cuál es el monto global de ingresos propios de los gobiernos locales ? (al inicio, incorporar sobre recursos propios)	_____ %

21. ¿Los Consejos Municipales son legalmente autónomos para aprobar sus presupuestos? Distinguir ingresos y gastos	? SI   ? NO
Colocar aspectos sobre deuda (empréstito, emisión, titularización, venta de activos )	

#### DIMENSION ADMINISTRATIVA

21. <del>¿Existen mecanismos de financiamiento del gobierno nacional o subnacional hacia los gobiernos locales, basados en incentivos para el desarrollo y fortalecimiento institucional?</del> Hay incentivos (financieros, administrativos, premios, etc) para que el GL se modernice?	? SI   ? NO
22. ¿Existen programas oficiales para promover la profesionalización del servicio público local?	? SI   ? NO
23. ¿Existe un marco legal que regule la administración del recurso humano?	? SI   ? NO
24. ¿Existe la figura de administrador o gerente del municipio?	? SI   ? NO
25. ¿Los gobiernos locales requieren autorización de otros niveles de gobierno para celebrar contratos o (separar) para efectuar planeación de largo plazo?	? Si, siempre ? En determinados casos ? No, nunca
26. ¿Existe un marco jurídico que regule y garantice la transparencia de la información pública (del GL) y el acceso a la misma?	? SI   ? NO
27. ¿Existe un marco jurídico que haga obligatoria la planeación del desarrollo a nivel local?	? SI   ? NO
28. ¿La planeación del desarrollo rige obligatoriamente la presupuestación anual a nivel local? <b>Vinculación jurídica entre el plan y el presupuesto</b>	? Si, siempre ? En determinados casos ? No, nunca

29. <del>¿El desempeño del gobierno local está sujeto a mecanismos de evaluación del desempeño?</del>	? Siempre ? Generalmente
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<p>Tiene el GL, mecanismos sistemáticos que permitan visualizar el cumplimiento de sus metas</p> <p>Interno</p> <p>Externo</p>	<p>? Raramente</p> <p>? Nunca</p>
¿Los gobiernos locales son responsables de las siguientes funciones? (en el marco legal) (intentar ser lo más exhaustivo) (incluir un glosario)	
30. Educación básica	? SI ? Parcialmente (conurrencia y con quien) ? NO
31. Salud pública (preventiva)	? SI ? Parcialmente ? NO
32. Medio ambiente	? SI ? Parcialmente ? NO
33. Administración del uso del suelo (usos del suelo o zonificación, normativa urbana)	? SI ? Parcialmente ? NO
34. Seguridad pública preventiva	? SI ? Parcialmente ? NO
35. Tránsito	? SI ? Parcialmente ? NO
36. Agua potable y saneamiento	? SI ? Parcialmente ? NO
37. Transporte público	? SI ? Parcialmente ? NO
38. Gestión de residuos sólidos	? SI ? Parcialmente (concurrente con otros niveles de gobierno y con quien) ? NO
39. Catastro predial (inmobiliario)	? SI ? Parcialmente ? NO
<p>40. ¿Existen mecanismos legales para que los gobiernos locales asuman competencias específicas que actualmente están a cargo de otros niveles de gobierno?</p> <p>Si el GL tiene (derechos) mecanismo para solicitar (exigir) nuevas competencias</p>	? SI ? NO
La Dz es obligatorio o facultativo	
Mecanismos para que le retiren competencias al GL	

## DIMENSION SOCIAL

42. ¿Existen legislación nacional que incentiven la participación y la organización social a nivel local?	<input type="checkbox"/> Siempre <input type="checkbox"/> Generalmente <input type="checkbox"/> Raramente <input type="checkbox"/> Nunca
43. ¿Existe legislación nacional que regule a nivel local las figuras del consulta popular (cabildo, plebiscito, el referéndum y la revocación del mandato)?	<input type="checkbox"/> SI <input type="checkbox"/> NO
44. ¿En el marco legal, existen organismos submunicipales, como autoridades auxiliares, delegados, juntas comunales o figuras similares, electos mediante el voto popular?	<input type="checkbox"/> SI <input type="checkbox"/> NO
45. ¿Existe un marco legal que promueva la integración de organismos de cooperación público-privada para la prestación de servicios públicos? (va administrativa)	<input type="checkbox"/> SI <input type="checkbox"/> NO
46. ¿Los programas de presupuestación participativa cuentan con un marco jurídico nacional (en los federales, es la regla general?) que regule su funcionamiento?	<input type="checkbox"/> SI <input type="checkbox"/> NO
48. ¿Está reconocido el derecho de iniciativa popular (capacidad de iniciar un proyecto de ley local) a favor de los vecinos?	<input type="checkbox"/> SI <input type="checkbox"/> NO
49. ¿Existe un marco legal que favorezca el funcionamiento de mecanismos de control social?	<input type="checkbox"/> SI <input type="checkbox"/> NO

